

#50

COMPLETE

**Collector:** Email Invitation 1 (Email)  
**Started:** Wednesday, October 10, 2018 7:03:22 AM  
**Last Modified:** Monday, December 10, 2018 11:38:55 AM  
**Time Spent:** Over a month  
**First Name:** Jessica  
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Page 2: B. Contact Information

**Q1 1. County Name** **Madera**

**Q2 2. Select the department you are representing.** **Child Welfare  
Department**

**Q3 3. Contact Information (Child Welfare)**

Name of Contact Person **Fernando Escalante**  
Department Name **Department of Social Services**  
Email Address **fernando.escalante@maderacounty.com**  
Phone Number **559-675-5809**

**Q4 4. Contact Information (Probation)**

Name of Contact Person **Naomi Wyatt**  
Department Name **Madera County Probation**  
Email Address **naomi.wyatt@maderacounty.com**  
Phone Number **559-675-4970**

Page 3: C-1. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q5 1. Recruitment goal for non-related caregivers (Child Welfare):</b>	Percent Increase (%)	<b>19</b>
	Number Increase (#)	<b>25</b>

<b>Q6 2. Recruitment goal for non-related caregivers (Probation):</b>	Percent Increase (%)	<b>50</b>
	Number Increase (#)	<b>2</b>

Foster Parent Recruitment, Retention and Support (FPRS) FY 2017-18 Outcomes and FY 2018-19 Allocation  
Plan Report

<b>Q7 3.</b> Recruitment goal for relative/NREFM caregivers (Child Welfare):	Percent Increase (%)	<b>117</b>
	Number Increase (#)	<b>48</b>

<b>Q8 4.</b> Recruitment goal for relative/NREFM caregivers (Probation):	Percent Increase (%)	<b>100</b>
	Number Increase (#)	<b>4</b>

Page 4: C-2. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q9 1.</b> Recruitment goal for non-related caregivers (Child Welfare):	Percent Increase (%)	<b>166</b>
	Number Increase (#)	<b>25</b>

<b>Q10 2.</b> Recruitment goal for non-related caregivers (Probation):	Percent Increase (%)	<b>50</b>
	Number Increase (#)	<b>2</b>

<b>Q11 3.</b> Recruitment goal for relative/NREFM caregivers (Child Welfare):	Percent Increase (%)	<b>117</b>
	Number Increase (#)	<b>48</b>

<b>Q12 4.</b> Recruitment goal for relative/NREFM caregivers (Probation):	Percent Increase (%)	<b>100</b>
	Number Increase (#)	<b>4</b>

Page 5: C-3. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q13 1.</b> How many children in {{ Q1 }} County were in congregate care on June 30, 2018 (include children placed out-of-county)?	Child Welfare	<b>9</b>
	Probation	<b>10</b>

<b>Q14 2.</b> What was the goal for reducing congregate care placements during this time (Child Welfare)?	Percent Decrease (%)	<b>63</b>
	Number Decrease (#)	<b>5</b>

<b>Q15 3.</b> What was the goal for reducing congregate care placements during this time (Probation)?	Percent Decrease (%)	<b>100</b>
	Number Decrease (#)	<b>4</b>

Page 6: C-4. Overall Recruitment Goals and Congregate Care Reduction Goals

<b>Q16 1.</b> How many children in {{ Q1 }} County do you estimate will remain in congregate care on June 30, 2019?	Child Welfare	<b>9</b>
	Probation	<b>10</b>

Page 7: D-1.1 Family Finding

**Q17 1.** Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Family Finding, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Family Finding in FY 2017-18, please briefly explain why a specific goal was not needed.

Madera County's Family Finding goals for FY 2017-18 consisted of funding and designating a Social Worker and support staff to create a Family Finding Team (FFT). The team was to work together to locate long-term, family member placements and connections for youth entering care. This included establishing, or re-establishing, emotional support networks with adults who may not have been able to become primary caregivers, but wanted to stay connected to the youth. The Department found working with Lexis Nexis to be a great tool in locating family members. Although in the preliminary stages, re-establishing a relationship with the Mexican Consulate will assist the Department in locating relatives outside the United States, while working with the Interstate Compact on the Placement of Children (ICPC) Coordinator aids in locating relatives in other states.

Page 8: D-1.2 Family Finding

**Q18 1.** Which specific services and supports did Family Finding activities provide? Select ALL that apply.

- Family Finding & Other Databases
- Family Finding Support & Staff
- Initial Placement Support
- Normalizing Activities
- Placement Support Staff
- Staff Training

**Q19 2.** Please describe in detail how Family Finding activities were implemented.

The Family Finding Team (FFT) consisted of a Social Worker Supervisor, a Social Worker, and an Office Assistant. The assigned Social Worker conducted investigations to identify, locate and notify all of the youth's adult relatives and adults with mentoring relationships through Family Finding and Engagement (FFE) efforts within thirty (30) calendar days of a youth being at risk of entering foster care. Lexis Nexis was utilized as a locating tool during the FFE efforts. The FFT Social Worker and Social Worker Supervisor documented all of their findings on CWS/CMS.

The Department created a Policy and Procedure Guide (PPG) to be made available to the FFT to ensure proper steps were being taken. Several forms were also developed to assist the FFT such as the "Past Connection or Affection Worksheet" and "Family Finding and Engagement Referral Form".

The FFT also participated in the Child and Family Team and the Team Decision Making meetings.

**Q20 3.** Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.

YES (please describe):  
Yes, Madera County does have an ongoing sustainability plan for the Family Finding activities. Madera County will continue to utilize the FFT, to the extent possible, along with family members of youth, service providers and community representatives to support youth in placement with family and/or Non-Relative Extended Family Member (NREFM).

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Page 9: D-1.2 Family Finding

**Q21 3a.** Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?

**YES**

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Page 10: D-1.2 Family Finding

**Q22 4.** Please briefly summarize how {{ Q1 }} County met its goals.

Overall, Madera County did meet its Family Finding goals as the Department was able to fund and designate a Family Finding Team consisting of trained and experienced staff. The FFT continues to learn from their experiences as a team and make necessary adjustments to be more efficient and effective. The FFT meets on a monthly basis to discuss data and ways of improving their efforts. Madera County utilizes a decision tree upon removal that lists non-custodial parent first, then relative/NREFM at initial placement.

**Q23 5.** Please describe any advice or best practices for other counties that may wish to implement similar Family Finding activities.

Madera County has found a PPG to be incredibly valuable as it clearly states the procedures to be followed by each team member. It is also helpful as it provides quick access to all documents and forms needed for the process. Having supporting staff such as an Office Assistant is also helpful. The decision tree has been helpful not just for the FFT but for the entire Child Welfare team as it assists with and encourages relative placement.

**Q24 6.** Please briefly summarize how {{ Q1 }} County did not meet its goals.

Madera County did meet its Family Finding goals for FY 2017-18.

**Q25 7.** For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

Madera County did meet its Family Finding goals for FY 2017-18.

**Q26** 8. Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Family Finding activities, not already described above.

Although the expectations for the FFT were clear and well known, staff had a few uncertainties towards the beginning as no formal written procedures were available, along with staff being new to their roles. The developed formal written procedures and related forms have made a difference for the team as they are readily available as a reference.

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Page 11: D-1.3 Family Finding

**Q27** 1. If these activities affected children in care, please enter the number of children affected.

79

**Q28** 2. Please briefly state how they were affected.

A total of 79 children in care were affected by the activities of the FFT. The FFT sent out letters to prospective families and made several attempts to reach out to potential family members. Unfortunately not all children in care were placed with families as a result of the FFT efforts. The number of children affected by the FFT is from February until the end of the fiscal year as that is when the Department first created a Family Finding Log as a tracking mechanism.

**Q29** 3. If these activities affected caregivers, please enter the number of caregivers affected.

3

**Q30** 4. Please briefly state how they were affected.

0 adult prospective family members became caregivers to children at risk of being in the foster care system due to the investigation of the FFT. Three parents were reunited with youth in care.

**Q31** 5. Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Family Finding goals, or what you intend to change going forward.

Madera County will continue to build off of the experience of the FFT to achieve more effective results. Now that the team has gained knowledge from current practice, they are able to make changes to the PPG as needed. The team is also able to make adjustments to the developed documents, add forms needed to ease or increase effectiveness of the process, remove unnecessary forms or language in the PPG, etc. In the case where there is a change in employees or roles, the PPG will bring new workers up to speed in a timely manner. The Department will ensure all cases referred to the FFT are being tracked as well as holding meetings regularly to discuss data and how the Department can improve. The FFT will receive ongoing training of Lexis Nexis from vendor to ensure it is being utilized to its full potential.

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Page 12: D-1.4 Family Finding

**Q32** 1. FPRRS - State General Fund

19721

Q33 2. FPRRS - Federal IV-E

19721

Q34 3. Non-FPRRS

3120

Page 13: D-1.5 Family Finding

Q35 1. Will {{ Q1 }} County continue to address the unmet goals?	<p>YES (Please provide additional information and/or any proposed new activities involved.):</p> <p>Although goals are being met, Madera County will continue to train all staff on the FFT. The FFT will attend trainings on Lexis Nexis and on strategies to improving family finding efforts.</p>
Q36 2. Does {{ Q1 }} County have any new goals related to Family Finding for FY 2018-19?	<p>YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Family Finding activities that you are proposing to implement to address these goals.):</p> <p>The FFT will continue to work with the Mexican Consulate to address family finding strategies for potential relatives outside the United States. Staff are already attending quarterly meetings with the Mexican Consulate but will work on improving that established relationship.</p>

Page 14: D-2.1 Outreach

Q37 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Outreach, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Outreach in FY 2017-18, please briefly explain why a specific goal was not needed.	
<p>Madera County's Outreach goal for FY 2017-18 was to provide front-end support to Resource Family Approval (RFA) applicants, engage the broader community in recruitment efforts, decrease barriers to RFA certification, maintain stability of placement, and increase foster parent retention rates by providing RFA Parent Mentors. Having RFA Parent Mentors helped the Department raise awareness of the needs of foster youth in the local community and assisted RFA applicants and families with the challenges associated with foster youth. To increase the number of local RFA approved homes, the Department contracted with JP Marketing for a social media campaign that would use a variety of mediums such as pop-ups and web-based banners for marketing and advertising. The Department also planned on assigning a Social Worker to be a Resource Family Recruitment Coordinator. The duties of the Coordinator were to coordinate, track and measure FPRRS activities, oversee the RFA Parent Mentors, and coordinate outreach and recruitment campaigns via social media. The goal of assigning a Social Worker the role of a Resource Family Recruitment Coordinator evolved over the year. The Resource Family Recruitment Coordinator role was not executed as the services intended for this role were being met with other outreach activities and the responsibilities of the role were assigned to analysts and other staff in the Department.</p>	

<p><b>Q38</b> 1. Which specific services and supports did Outreach activities provide? Select ALL that apply.</p>	<div> <div>Caregiver Support,</div> <div>Caregiver Training</div> <div>Concrete Support,</div> <div>Initial Placement Support,</div> <div>Marketing,</div> <div>Models for Engagement,</div> <div>Normalizing Activities</div> <div>Quality Parenting Initiative (QPI)</div> <div>Recruitment &amp; Outreach</div> </div>
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**Q39** 2. Please describe in detail how Outreach activities were implemented.

The RFA Parent Mentors activity was implemented through a vetting of foster parents, with two bilingual individuals being selected as mentors. The two selected mentors were individuals already active in the community. They were tasked with providing resources and support to RFA homes as well as continued participation with recruitment activities. The RFA Social Worker assigned families to the mentors. The mentors signed an agreement reviewed and approved by the Director and County Counsel; they were provided with a list of duties and responsibilities as part of their agreement. On a monthly basis, the mentors submitted a work log that specified the activities performed, date and time. The online recruitment activity was implemented through a contract with JP Marketing. The social media campaign meant to recruit and retain resource parents was delivered in English and Spanish to address our bilingual population. Our primary target population was women ages 25-45. Performance measurements were established that would allow the Department to evaluate the number of online clicks, impressions, and Click Thru Rate (CTR) percentage; and the engagement by age and gender.

<p><b>Q40</b> 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.</p>	<div> <div>YES (please describe):</div> <div>Yes, Madera County will continue to build strong relationships and make connections with agencies in the community such as Madera County Child Abuse Prevention Council and CASA, that can assist with the Department's outreach goals for recruiting resource families. The Ministerial Alliance will also be contacted in order to engage local churches. The Department will strengthen and sustain the retention activities currently utilized.</div> </div>
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<b>Q41 3a.</b> Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?	<p>NO (Please describe alternate methods by which {{ Q1 }} County intends to provide the services and supports by these activities.):</p> <p>Madera County does not intend to fund the social media campaign with JP Marketing after FPRRS funding has ceased. The Department will create a marketing campaign internally with the use of various social media platforms, attend more local community events as well as reaching out to community agencies that will assist with outreach activities. The effectiveness of having two RFA Parent Mentors will need to be extensively evaluated before the Department elects to fully sustain the activity after FPRRS funding has ceased. In the case the Department is unable to fund two RFA Parent Mentors, the Department will refer resource parents to community based organization and other agencies that are able to provide the services needed.</p>
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Page 17: D-2.2 Outreach

**Q42 4.** Please briefly summarize how {{ Q1 }} County met its goals.

Overall, Madera County did meet its Outreach goals for FY 2017-18. The RFA Parent Mentors did an excellent job in recruiting and retaining our resource parents by attending community events and providing parents with 24/7 support. The online recruitment activity through JP Marketing has improved from previous years to continue engaging local families in becoming RFA approved homes. The Department issued quarterly RFA Newsletters, which begins with a message from the Director, and RFA Brochures containing helpful hints, resources and information. An RFA Appreciation Proclamation was also presented by the Board of Supervisors during the month of May to recognize the role that resource families play in a child's life.

**Q43 5.** Please describe any advice or best practices for other counties that may wish to implement similar Outreach activities.

What continues to be best practice for the Department is prioritizing the outreach activities that will be the most impactful and effective for local families. The best advice the Department can share with other counties is to focus on retention activities and recruitment activities equally as it has made a difference in Madera County.

**Q44 6.** Please briefly summarize how {{ Q1 }} County did not meet its goals.

Overall, Madera County did meet its outreach goals, but there is always room for improvement. The activities implemented to assist Madera County with its outreach goals could have been slightly more aggressive for greater results.

**Q45 7.** For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

Overall, Madera County did meet its goals.



**Q46** 8. Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Outreach activities, not already described above.

While the RFA Parent Mentors were available during FY 2017-18, Madera County had a slight delay with the implementation of the new RFA Parent Mentors for FY 2018-19 as the previous mentors resigned for personal reasons and a recruitment had to take place for the two new mentors. As a result, RFA Parent Mentors were not implemented until January 2018. The mentors have made a significant difference with the Resource Family community.

Page 18: D-2.3 Outreach

**Q47** 1. If these activities affected children in care, please enter the number of children affected.

0

**Q48** 2. Please briefly state how they were affected.

Children in care were not directly affected by Outreach activities.

**Q49** 3. If these activities affected caregivers, please enter the number of caregivers affected.

0

**Q50** 4. Please briefly state how they were affected.

Caregivers were not directly affected by Outreach activities.

**Q51** 5. Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Outreach goals, or what you intend to change going forward.

To further promote RFA, the Department would work towards more community involvement for recruitment activities such as attending more health fairs, participating in community presentations and partnering with more community based organizations such as Madera County Child Abuse Prevention Council and Community Action Partnership of Madera County.

Page 19: D-2.4 Outreach

**Q52** 1. FPRRS - State General Fund

3260

**Q53** 2. FPRRS - Federal IV-E

4544

**Q54** 3. Non-FPRRS

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Page 20: D-2.5 Outreach

**Q55** 1. Will {{ Q1 }} County continue to address the unmet goals?

YES (Please provide additional information and/or any proposed new activities involved.):  
Madera County will continue to address the unmet goals by improving and building off of the met goals in FY 2017-18. The Department will be more involved with community based organizations by promoting the availability of RFA presentations in their events.

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**Q56** 2. Does {{ Q1 }} County have any new goals related to Outreach for FY 2018-19?

YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Outreach activities that you are proposing to implement to address these goals.):  
A portable projector, screen, laptop and RFA tablecloth will be purchased for the use of mobile RFA presentations throughout the community. Binti, Inc. will assist the Department with processing online RFA applications. The Department will also be adding an extra day for Live Scan appointments after-hours from 5pm - 7pm, for those individuals unable to make it in during regular business hours. A County RFA website was launched early in the fiscal year to promote the need for resource families in the community, training calendars for the RFA Pre-Service Trainings and Orientation, and other helpful resources and phone numbers.

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Page 21: D-3.1 Reducing Congregate Care

**Q57** 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Reducing Congregate Care, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Reducing Congregate Care in FY 2017-18, please briefly explain why a specific goal was not needed.

Madera County's FY 2017-18 goal was to reduce Congregate Care by 63%. In July 2017, the Department had a total of 9 youth in congregate care with a goal of reducing that number to 3 youth in congregate care by June 2018. The goals for reducing congregate care included the implementation of a Family Finding Team for more thorough family finding efforts and a higher number of Resource Family options; and the appointment of a Resource Family Recruitment Coordinator to assist in increasing the number of local RFA certified homes in Madera County. This was to ultimately result in more local placements of youth, increase school stability, familial and social connections, and meet other CCR requirements. The goal of having a Resource Family Recruitment Coordinator changed over the course of the year as the Department determined that the potential services offered by the coordinator were being met with other activities already in place and by other staff.

Page 22: D-3.2 Reducing Congregate Care

<b>Q58</b> 1. Which specific services and supports did Reducing Congregate Care activities provide? Select ALL that apply.	Caregiver Training	<input type="checkbox"/>
	Family Finding & Other Databases	<input type="checkbox"/>
	Family Finding Support & Staff	<input type="checkbox"/>
	Initial Placement Support,	<input type="checkbox"/>
	Mental Health Services Coordination	<input type="checkbox"/>
	Quality Parenting Initiative (QPI)	<input type="checkbox"/>
	Placement Support Staff, Staff Training	<input type="checkbox"/>

**Q59** 2. Please describe in detail how Reducing Congregate Care activities were implemented.

Reducing Congregate Care activities consisted of having more thorough family finding efforts through the Family Finding Team, and a higher number of local Resource Family options through a Resource Family Recruitment Coordinator. The Resource Family Recruitment Coordinator activity was not implemented as the services that would be offered by the recruitment coordinator, were being met with other activities such as the RFA Parent Mentors. The FFT was implemented with the use of the Department's Social Worker Supervisor, Social Worker, and Office Assistant. The FFT utilized the Placement Decision Tree at initial removal to assist with placement; the Placement Decision Tree begins with the Non-Custodial Parent (if appropriate), followed by a relative/NREFM, County Home (if applicable), FFA (if applicable), and Group Home (if applicable). If a child is not placed with the first choice, the Non-Custodial Parent, the Social Worker would need to provide the reason and so on and so forth the further down the list the Social Worker would have to go. This was to ensure full efforts were being made for each child to reduce congregate care.The FFT activity also needed a PPG to be written to be fully implemented, this was generated and is now in place.

<b>Q60</b> 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.	YES (please describe): Madera County will utilize Child Welfare Realignment funds to sustain the activities provided by the Family Finding Team. The county will also continue the partnership with the Interagency Placement Committee (IPC) composed of Madera County Probation Department, Madera County Behavioral Health, Madera County Superintendent of Schools, and Madera County Department of Social Services. The purpose of IPC is to discuss, review and make recommendations on services provided to children and youth who are adjudicated as wards or dependents of the court.
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**Q61** 3a. Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased? **YES**

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## Page 24: D-3.2 Reducing Congregate Care

**Q62** 4. Please briefly summarize how {{ Q1 }} County met its goals.

Overall, Madera County did not meet its Reducing Congregate Care goals for FY 2017-18. On July 2017, the Department had nine children in congregate care; by June 2018, the Department remained with nine children in congregate care. The number of children placed in congregate care remained the same throughout the year due to the high level of medical and psychiatric care needed for these children. Although the same number of children remained in congregate care from the beginning of the fiscal year to the end, it was not the exact same kids that remained in congregate care, a few were different children.

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**Q63** 5. Please describe any advice or best practices for other counties that may wish to implement similar Reducing Congregate Care activities.

Having a Family Finding Team readily available to assist in locating family member placements for youth entering care has been a benefit for the Department. Training the FFT in using the Placement Decision Tree and utilizing it in every case ensures full efforts are made every time.

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**Q64** 6. Please briefly summarize how {{ Q1 }} County did not meet its goals.

Madera County did not meet its goals of reducing congregate care by 63% as the number of children in congregate care remained the same during the FY 2017-18. This was due to having four difficult to place youth, as described above. The Department did not have sufficient local families capable of meeting the requirements of the special needs children. It also did not specialize in recruiting families that are willing and able to care for the special needs youth. More Intensive Services Foster Care (ISFC) and Therapeutic Foster Care (TFC) are needed in the community. The Department will continue to use the statewide ISFC listing to help locate placements with families before STRTP.

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**Q65** 7. For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

The most significant barrier the Department faced was not having sufficient local families that are capable of meeting the requirements of the special needs children. The Department will specialize in recruiting families that are willing and able to care for the special needs youth as more Intensive Services Foster Care (ISFC) and Therapeutic Foster Care (TFC) are needed in the community.

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**Q66** 8. Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Reducing Congregate Care activities, not already described above.

Being part of the Interagency Placement Committee has been beneficial for the Department as it allows a partnership with other Madera County Departments to help in meeting the treatment requirements of children in care.

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## Page 25: D-3.3 Reducing Congregate Care

**Q67** 1. If these activities affected children in care, please enter the number of children affected.

9

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**Q68** 2. Please briefly state how they were affected.

The Department had nine children in congregate care. Out of the nine children in congregate care, six children stayed in care for longer than 180 days due to their special level of need.

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**Q69** 3. If these activities affected caregivers, please enter the number of caregivers affected.

0

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**Q70** 4. Please briefly state how they were affected.

Caregivers were not affected.

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**Q71** 5. Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Reducing Congregate Care goals, or what you intend to change going forward.

Given the outcomes achieved and the barriers faced, Madera County will place higher focus in the recruiting and retaining of families that can help with children that have specific medical needs, are developmentally delayed, have severe mental health diagnosis, and criminal activity backgrounds.

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Page 26: D-3.4 Reducing Congregate Care

**Q72** 1. FPRRS - State General Fund

9860

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**Q73** 2. FPRRS - Federal IV-E

9861

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**Q74** 3. Non-FPRRS

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Page 27: D-3.5 Reducing Congregate Care

**Q75** 1. Will {{ Q1 }} County continue to address the unmet goals?

YES (Please provide additional information and/or any proposed new activities involved.):  
Yes, Madera County will continue to address the unmet goals through the effective use of the internal process for reducing congregate care and the Child Family Team (CFT). The Department currently has two facilitators as part of the CFT.

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**Q76** 2. Does {{ Q1 }} County have any new goals related to Reducing Congregate Care for FY 2018-19?

YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Reducing Congregate Care activities that you are proposing to implement to address these goals.):  
As submitted in the Madera County Group Home Transition Plan, although Madera County has the goal of reducing congregate care to zero children in Group Home/STRTP, past statistics reflect an estimated placement average of eight youth in congregate care. The Department will continue to strengthen the FFT and the ISFC search statewide along with other related activities to reduce the number of children in congregate.

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#### Page 28: D-4.1 Stabilizing Placements/Removing Barriers

**Q77** 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Stabilizing Placements/Removing Barriers, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Stabilizing Placements/Removing Barriers in FY 2017-18, please briefly explain why a specific goal was not needed.

Madera County's FY 2017-18 goals for Stabilizing Placements and Removing Barriers were to assist RFA applicants and families by providing mentoring with the help of the RFA Parent Mentors and provide financial support to address specific barriers to initial placement, placement stabilization, and continued certification. The Family Finding Team was also to assist the Department with Stabilizing Placements and Removing Barriers by locating family member placements for youth entering care. Having RFA Parent Mentors with experience as foster parents continues to be a success for the Department as they are able to share their personal experiences and answer questions and address uncertainties from a different standpoint than RFA Social Workers.

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#### Page 29: D-4.2 Stabilizing Placements/Removing Barriers

<div> <b>Q78</b> 1. Which specific services and supports did Stabilizing Placements/Removing Barriers activities provide? Select ALL that apply. </div>	<div> Caregiver Support,   Caregiver Training   Concrete Support,   Family Finding &amp; Other Databases   Family Finding Support &amp; Staff   Normalizing Activities   Quality Parenting Initiative (QPI)   Placement Support Staff </div>
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<div> <b>Q79</b> 2. Please describe in detail how Stabilizing Placements/Removing Barriers activities were implemented. </div> <div> <p>Families receiving youth in care often do not have the financial resources to provide for the basic needs of these youth. Providing a one-time, Pre-RFA approval stipend for families with youth placed pending RFA approval to provide for basic needs of youth including clothing and adequate bedding, was made available to stabilize placement and improve the experience of the youth in care. This was made available to families who are not eligible for CalWORKs or Emergency Assistance. At initial placement, youth entering care will have their basic needs met pending RFA, which will result in placement stability and fewer reports of maltreatment while in care.</p> </div>	
<div> <b>Q80</b> 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties. </div>	<div> YES (please describe):   Madera County will explore the use of other allowable funds such as Promoting Safe and Stable Families (PSSF) Adoption funds, Kinship Family funds, CWS funds, etc. to continue funding the stabilizing placements and removing barriers activities. </div>

<div> <b>Q81</b> 3a. Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased? </div>	<div> YES </div>
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**Q82 4.** Please briefly summarize how {{ Q1 }} County met its goals.

Madera County did meet its goals for Stabilizing Placements as it certified fifty-nine (59) RFA homes during FY 2017-18. RFA Parent Mentors checked in with new Resource Families in the first 30 days after placement to address uncertainties and ameliorate potential challenges faced during the first few days, thus increasing placement stability for youth. The Department focused on removing financial barriers by purchasing required items for certification such as fire extinguishers, first aid kits, car seats, safety locks and smoke detectors to alleviate families from potential financial burden. These activities helped, as 133 children were placed in RFA homes as of June 2018 compared to only being able to place 71 children in RFA homes in June 2017. The Department had a contract to assist with the Psychosocial Assessments, reduce the number of pending applications and allow Social Workers to take care of other needs. The contractors utilized the Structured Analysis Family Evaluation (SAFE) model and materials to administer the Psychosocial Assessments at the applicant's residence.

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**Q83 5.** Please describe any advice or best practices for other counties that may wish to implement similar Stabilizing Placements/Removing Barriers activities.

Providing family friendly customer service and unconditional support from the RFA certification process to the post- RFA placement is essential as it will encourage more local families to complete the process. All Madera County RFA staff is SAFE trained to conduct psychosocial assessments. Due to the intensity and length of the assessment, the number that can be completed in any given timeframe is limited. Although this slows the process down, the Department believes it will help ensure that homes are safe, nurturing, and appropriate to Madera County's dependent children.

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**Q84 6.** Please briefly summarize how {{ Q1 }} County did not meet its goals.

Madera County did meet its goals for Stabilizing Placement/Removing Barriers.

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**Q85 7.** For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

The Department did not face any substantial challenges to the stabilizing placements/removing barriers activities.

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**Q86 8.** Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Stabilizing Placements/Removing Barriers activities, not already described above.

RFA Parent Mentors are a great tool for stabilizing placements as they make themselves available almost immediately after approval and/or placement. Being able to assist Resource Families financially by purchasing the required items for certification alleviates some of the financial responsibilities families have to face; families begin to view the Department as part of their team, as it should be, since they experience the teamwork first-hand.

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Page 32: D-4.3 Stabilizing Placements/Removing Barriers

**Q87 1.** If these activities affected children in care, please enter the number of children affected.



**Q88** 2. Please briefly state how they were affected.

On June 2017 the Department had 71 children in RFA homes, on June 2018 that number increased to 133. More children are being placed in RFA homes due to the removal of barriers and placement stability. Siblings were being placed together and kept in their school of origin.

**Q89** 3. If these activities affected caregivers, please enter the number of caregivers affected.

0

**Q90** 4. Please briefly state how they were affected.

Caregivers were not directly affected.

**Q91** 5. Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Stabilizing Placements/Removing Barriers goals, or what you intend to change going forward.

Going forward, Madera County will continue to build off of the already implemented activities.

Page 33: D-4.4 Stabilizing Placements/Removing Barriers

**Q92** 1. FPRRS - State General Fund

14712

**Q93** 2. FPRRS - Federal IV-E

15997

**Q94** 3. Non-FPRRS

0

Page 34: D-4.5 Stabilizing Placements/Removing Barriers

<b>Q95</b> 1. Will {{ Q1 }} County continue to address the unmet goals?	YES (Please provide additional information and/or any proposed new activities involved.): Madera County will focus on providing more Resource Parent trainings meant to cultivate quality resource parenting to further stabilize placements.
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<b>Q96</b> 2. Does {{ Q1 }} County have any new goals related to Stabilizing Placements/Removing Barriers for FY 2018-19?	<b>NO</b>
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Page 35: D-5.1 Supporting Caregivers

**Q97** 1. Please briefly recap {{ Q1 }} County's FY 2017-18 goals for Supporting Caregivers, as outlined in your FY 2017-18 FPRRS plan. Please note if the goals evolved over the course of the year, and any significant insights gained while pursuing these goals. If {{ Q1 }} County did not have a specific goal for Supporting Caregivers in FY 2017-18, please briefly explain why a specific goal was not needed.

Madera County's FY 2017-18 goals for Supporting Caregivers consisted of providing financial support to caregivers pending Resource Family Approval and having RFA Parent Mentors available throughout the day for questions, recommendations, and/or handling concerns. Foster Parent Appreciation Dinner is an annual event held by the Department to offer additional support to caregivers, appreciation certificates are handed out to parents during this time; Car Seat Safety Trainings are held during this event as well. The Department outlined the implementation of a mobile live scan for those families with conflicting schedules and lack of transportation. The implementation of this activity was delayed but it is now fully executed. Appointments are available during the RFA Pre-Service Training.

Page 36: D-5.2 Supporting Caregivers

**Q98** 1. Which specific services and supports did Supporting Caregivers activities provide? Select ALL that apply.

- Caregiver Support,
- Caregiver Training
- Child Care,
- Concrete Support,
- Initial Placement Support,
- Normalizing Activities
- Quality Parenting Initiative (QPI)
- Respite Care

**Q99** 2. Please describe in detail how Supporting Caregivers activities were implemented.

A portion of FPRRS funds were utilized for families who were not eligible for CalWORKs or Emergency Assistance and were struggling to meet the basic needs of youth placed with families prior to RFA. Appropriate furniture such as proper bedding was purchased for families as well as diapers and hygiene products. RFA Parent Mentors were carefully selected based on their experience with foster youth and families as well as their involvement in the community. The RFA Parent Mentors participated in the RFA Pre-Service Trainings offered weekly and assisted with the RFA certification process. Annual Resource Parent Appreciation Dinners have continued to be a success. During this dinner, Care Seat Safety Trainings are held for all attendees.

**Q100** 3. Does {{ Q1 }} County have an ongoing sustainability plan for these activities? A sustainability plan can include efforts by {{ Q1 }} County or by other parties.

YES (please describe):  
Madera County will continue to dedicate an entire month to RFA Appreciation by presenting a Proclamation to the Board of Supervisors, holding the annual appreciation dinner for parents, partner agencies and community based organizations.

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Page 37: D-5.2 Supporting Caregivers

**Q101** 3a. Does {{ Q1 }} County intend to fund these activities after FPRRS funding has ceased?

**YES**

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Page 38: D-5.2 Supporting Caregivers

**Q102** 4. Please briefly summarize how {{ Q1 }} County met its goals.

Overall, Madera County did meet its Supporting Caregivers goals for FY 2017-18 as several families were provided with support through the Department and through the RFA Parent Mentors. The entire month of May was dedicated to appreciating resource families. The Madera County Public Health Department held a training for RFA parents during this time. Appreciation certificates were handed to parents during the Foster Parent Appreciation Dinner. Having a quarterly RFA Brochure and Newsletter made available to parents contributed to the supporting activities.

**Q103** 5. Please describe any advice or best practices for other counties that may wish to implement similar Supporting Caregivers activities.

Ensuring the implemented activities will be impactful and providing excellent customer service that is tailored for working families will make a difference in the community.

**Q104** 6. Please briefly summarize how {{ Q1 }} County did not meet its goals.

Madera County did meet its goals.

**Q105** 7. For any unmet goals, tell us the barriers and/or challenges which prevented the goal from being met. Are there any lessons learned from the attempt to meet the goal which may be disseminated to other counties facing similar circumstances?

Madera County was able to meet its goals for Supporting Caregivers through the various activities implemented throughout FY 2017-18.

**Q106** 8. Please describe any noteworthy barriers to implementation, advice or best practices for other counties that may wish to implement similar Supporting Caregivers activities, not already described above.

While the RFA Parent Mentors were available during FY 2017-18, the Department had a delayed start to the RFA Parent Mentor activities during FY 2018-19 with them beginning in January 2018 rather than the start of the fiscal year. This was due to a new recruitment that had to occur as the two previous RFA Parent Mentors resigned for personal reasons. Taking the time to identify the two new potential RFA Parent Mentors paid off as the most experienced and qualified individuals were chosen.

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Page 39: D-5.3 Supporting Caregivers

**Q107** 1. If these activities affected children in care, please enter the number of children affected.

0

**Q108** 2. Please briefly state how they were affected.

The Department tracks Supporting Caregivers outcomes by the number of families, not by the number of children affected.

**Q109** 3. If these activities affected caregivers, please enter the number of caregivers affected.

58

**Q110** 4. Please briefly state how they were affected.

Fifty-eight caregivers were supported through the various activities the Department implemented as a way of assisting caregivers. These activities include clothing allowance for children placed in RFA homes; reimbursement to caregivers for live scans, CPR and First Aid Training; and assistance for child care costs.

**Q111** 5. Given the outcomes achieved, please describe what (if anything) {{ Q1 }} County would do differently to address its Supporting Caregivers goals, or what you intend to change going forward.

Madera County would have coordinated more retention activities to include foster children activities.

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Page 40: D-5.4 Supporting Caregivers

**Q112** 1. FPRRS - State General Fund

8518

**Q113** 2. FPRRS - Federal IV-E

14670

**Q114** 3. Non-FPRRS

1018

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Page 41: D-5.5 Supporting Caregivers

**Q115** 1. Will {{ Q1 }} County continue to address the unmet goals?

**NO**

**Q116** 2. Does {{ Q1 }} County have any new goals related to Supporting Caregivers for FY 2018-19?

YES (Please describe these new goals in detail. Please include how your existing activities will address these new goals and, if applicable, please outline any new Supporting Caregivers activities that you are proposing to implement to address these goals.):

Madera County will place more focus in providing a larger variety of Resource Parent trainings. The Department will coordinate more retention activities that will not only include Resource Parents but children placed in care as well. Lastly, the Department will be more involved in the community with local businesses, charities, food banks, etc. to be able to provide Resource families with referrals to additional support.

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Page 42: E. Comments

**Q117** Please use the box below for any comments, questions, or concerns about the survey or the use of Survey Monkey.

**Respondent skipped this question**